



## SUSTAINABLE HUMAN RESOURCE MANAGEMENT AND ITS ROLE IN ACHIEVING ORGANIZATIONAL BRILLIANCE: A FIELD STUDY IN KRONJI COMPANY FOR SOFT DRINKS AND MINERAL WATER

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**Abstract:** The current study aimed to clarify the impact that human resources management can play in order to achieve organizational brilliance. The study was applied in Kronji Company for soft drinks and mineral water, and . Sustainable human resource management on three dimensions of the independent variable the study relied represented by ) life and work balance, personal responsibility and employability ( , while the dependent variable had organizational brilliance. Three dimensions are ) brilliance in leadership, brilliance in service, innovation and conclusions reached by the study, the most important of brilliance in knowledge ( , the study reached a number of , which is that a number of employees in the company in question suffer from working for more than )8( hours a day . which negatively affects the time allotted to spend With family or friends

**Keywords:** sustainable human resource management, organizational brilliance.

### Introduction

Sustainability, which was used as a symbolic term, has become a critical issue for the world and for business in in need of developing more sustainable business models at the level themselves particular, as organizations find of their main operations and activities ; In order to ensure its survival and achieve competitiveness, the concept of sustainability has been linked to environmental issues in doing business in the first place, but in recent years the focus on the social dimension of sustainability has become increasingly important, and the publication of ” research and new practices for organizations such as “social responsibility of organizations and sustainability Organizations, in directing attention towards sustainability related human resource issues, as well as issues of .marketing , production and other key operations and activities in the organization

The success of the organizational vision and strategy, and the competitiveness of business organizations depends primarily on the effective development of human resources as the backbone of organizations with a focus on continuous improvement of their capabilities and effectiveness to achieve organizational excellence , as organizations are always looking for ways to develop a highly competitive work force, and to achieve maximum Productivity levels in order to survive in the fierce competition to reach the highest levels of brilliance and organizational excellence.

**The first axis: research methodology.**

**First: the research problem .**

The challenges facing organizations today and the rapid changes in the business environment and the organizations' continuous quest to reach a distinguished position in the business environment and deal with everything that is new and surprising, forced many organizations to search for new aspirations through which to meet those challenges. As the retention and sustainability of human resources in the business environment is of great importance, contributing to influencing organizational performance, and this enhances the organization's ability to reach the ranks of distinguished organizations. Therefore, sustainable human resources management is one of the requirements that help achieve organizational brilliance. Which depends on the use of a set of pillars that work to raise efficiency and effectiveness in a way that contributes to achieving the goals of the organization.

From the foregoing, the study problem can be clarified by asking the following main question: **What is the role of sustainable human resources management in achieving organizational brilliance?** From this point of view, the study raises a set of sub-questions that express the problem of the study in the organization under study as follows

1. What is the nature of the relationship between sustainable human resource management and organizational brilliance in the study community?
2. ?Is there an impact of sustainable human resource management in organizational brilliance?

### **Second: the importance of research.**

The importance of the research can be determined according to the following :

- 1- The research keeps pace with modern trends in management thought, as sustainable human resource management is the latest trend in the world with regard to human resource management, which appeared during the past decade, and this study may be the first attempt to develop a model that links sustainable human resource management with the competitiveness of business organizations according to knowledge of the researcher.
- 2- The research is interested in revealing the level of use of human resource sustainability practices, as well as the extent to which this is reflected on increasing their flexibility, productivity, market share and profits.
- 3- The scales used in measuring the research variables in the research company represent an important attempt to keep pace with developments in developed countries and draw the companies' attention to global indicators that help in developing their capabilities and enhancing their competitive capabilities to reach the highest levels of brilliance and excellence.

### **Third: Research objectives.**

The research seeks to achieve its main goal by clarifying the role of sustainable human resources management in achieving organizational brilliance through a field study in the Kronji Company for Soft Drinks and Mineral Water, and from this goal we indicate the following sub-objectives:

- 1- Diagnosing sustainable human resources problems that prevent the application of the dimensions of organizational brilliance in the study sample company
- 2- Addressing these problems by relying on both sides of the theoretical and practical study to enable the researched company to reach the highest levels of organizational brilliance

### **Fourth: Research hypotheses**

To find out the nature of the relationship between the independent variable And the dependent variable, as the research represents an attempt to answer a set of research questions through the following hypotheses:

1. **The first main hypothesis:** There is a significant correlation between sustainable human resource management with its sub-dimensions and organizational brilliance
2. **second main hypothesis:** There is a significant effect of sustainable human resource management with its sub-dimensions in organizational brilliance.

## **Fifth: Research limits**

The study boundaries can be divided into the following:

1. **Scientific limits:** confined to the topic of sustainable human resource management and organizational brilliance.
2. **Spatial boundaries:** Al-Karunji group of companies for soft drinks, juices and mineral water located in Kirkuk Governorate was selected as a field for the current study.
3. **Human limits:** included on a sample of the administrative and engineering leaders and employees of the company, the sample of the study.
4. **Temporal limits:** The time period was limited between (10/3/2022) until (23/5/2022), which is the time taken by the field side of the study.

## **The second axis: sustainable human resource management**

### **First: the concept of sustainable human resource management:**

The concept of sustainable human resources management appeared when the third millennium generations preferred to work in organizations that follow the sustainable business model, especially after the human resources management realized the importance of pursuing sustainable business practice and its direct impact on organizational performance, as well as the spread of the concept of social and ethical responsibility at the time. Present (Cherian & Farouk, 2017:34-35), defined (Wagner 2013: 443) that management that meets the current needs of the company and society as a whole without compromising their ability to meet any future needs. (Baum 2018:8) sees sustainable human resource management as a proactive approach to the business relationship that can help organizations legitimize their business operations within the community. In the same context, Explain (Zhang, 2019:3) the use of human resource management practices to help embed the sustainability strategy in the organization and the establishment of a human resource management system that contributes to the sustainable performance of the organization. It is also defined as management that enhances organizational support for employees to achieve social sustainability outcomes such as health and well-being (Mariappanadar, 2020:39).

### **Second: the importance of sustainable human resource management**

In recent years, the topic of human resources sustainability has received great attention from many writers and researchers in the strategic and administrative fields, as researchers differed in determining the importance of sustainable human resources management, as (Mazur, 2015:8) indicated The importance of sustainable human resource management focuses on the optimal use of the human workforce and its respect within the organization, where a clear relationship is built between the strategic policies of the institution and its environment. (Ibrahim & Rahman 2017: 1129) emphasized the importance of the relationship between sustainable human resource management and talent retention. And (Arman, 2017: 3) pointed out that sustainable human resources management can help preserve employee dignity in the event of reducing the number of employees and ensuring their employment in the labor market.

In the same context but from a different perspective, (Järlström et al., 2018:705) believes that the sustainable human resource management approach nurtures or embraces employees as a long-term investment to achieve better performance for both workers and the organization, and that it helps to develop human resources and facilitates employee participation and communication Open work roles and performance appraisal that focuses on building the strengths of employees in the organization.

From the perspective of the dimensions of sustainability, (Zhang et al., 2019:3) indicated that sustainable human resource management can achieve the optimal allocation of human resources based on the concept and idea of sustainability and provide organizations with the integrated benefits of economic, environmental and social integration while achieving sustainable development for organizations, workers, customers and society .

### **Third: Objectives of sustainable human resource management**

( Ehnert et al., 2016:90), (Ehnert & Harry, 2012:223) identified the goals of sustainable human resource management as follows:

- 1- Develop mutually beneficial and renewable relationships between internal and external resource providers (such as employees and their families, education systems and the natural environment).

- 2- Incorporating a wide range of good practices to meet individual needs within organizations.
- Also (Kramara, 2014: 1076) identified the main objectives of sustainable human resource management as follows:
- 1- To strike a balance between ambiguity, duplication of efficiency and sustainability over a long-term calendar year.
  - 2- Maintaining, developing and reproducing the human and social resource base of the organization.
  - 3- Evaluating the negative effects of human resource management activities on the human resource base and on human resource sources

#### **Fourth: Dimensions of sustainable human resource management**

The three pillars model is considered the first model in sustainable human resource management, as it was presented by the Swiss researcher (Zaugg, 2009), and the model included three dimensions: the balance between life and work, personal responsibility, and employability.

##### **1. Work-Life Balance (WLB)**

(Clark 2000: 748) defined the concept of WLB as obtaining a sufficient degree of satisfaction at home and at work, and it is one of the first definitions of the concept. While Darwin (Darwin, 2021:1) described it as all that one needs to do in order to get the work done and to the satisfaction of the individual.

Work or workplace environments can significantly affect workers' non-work attitudes, and vice versa, which is referred to as the "work family overlap" (Mache et al., 2016:859). According to Kinnunen et al., (2014:267), over the past two decades, the line between a person's professional life and non-working life has become increasingly blurred, largely due to changes in family structures, and increases in women's participation in power workforce, and technological changes (such as cell phones and laptops), which have seen the nature of work evolve with the introduction of teleworking practices. Because of such an environment, workers now place more value on leisure time or social interaction with friends, family, and their community. Hudson (2020:3) identified three aspects of work-life balance:

- A. Time balance, which means the amount of time given to work and non-work roles.
- B. The balance of participation, ie the level of psychological participation in functional and non-work roles or commitment to them.
- C. Balance of satisfaction, or the level of satisfaction with functional and non-functional roles.

##### **2. Individual Responsibility**

Some researchers use synonymously with the concept of "personal autonomy" in reference to personal responsibility, and (Dementiy & Grogoleva, 2016:373) describe personal responsibility as an individual trait, which is reflected in the awareness and emotional experience necessary to perform each job, as well as the willingness to The individual to achieve responsible behavior. Personal responsibility is defined as the degree to which the job provides freedom, independence and great discretion in scheduling work and determining the procedures that should be used in its implementation (Mazur,2017:217), as personal responsibility affects the worker's perception of his authority to fulfill various demands. Work fatigue, low satisfaction, and low productivity are often the result of a lack of independence at work, and (Dasi et al., 2019:18) believes that personal responsibility expresses the limits of individuals' choices themselves regarding taking actions depending on how they affect others, and that responsibility Personal provides autonomy for employees, freedom and flexibility to manage their own tasks.

##### **3. Employability**

Employability is viewed as a psychosocial construct considering both personal resources (traits, skills, experience, motivation) and external factors (eg, labor market, economic conditions, organizational career development conditions) when estimating their employability at the start of employment (Creed & Gagliardi, 2015:22). Employability refers to the possibility of obtaining and retaining a job in the internal and/or external labor market and in a manner that meets the expectations of the individual and provides opportunities for further career development (Forrier & Sels, 2016:2).

He defined it (Mazur, 2017: 217) as the ability to move autonomously within the labor market to realize one's potential through sustainable employment. The study (Coetzee & Engelbrecht, 2019:3) pointed to four dimensions that are evaluated by individuals to determine their perception of their employability, which are: proactive

personality traits and motives (individual factors), labor market conditions and the reputation of the organization (external factors).

In a related context, according to (Fryczynska & Ciecierski, 2020:351) there are two perspectives regarding employability as individual characteristics:

1. It is capacity, which results from the optimal use of capacity resources.
2. It is an individual trait, which builds preparations for proactive adaptation to changes in work and career.

### **The third axis: organizational brilliance**

#### **First: the concept of organizational brilliance.**

The pursuit of excellence has become a prerequisite for organizations that seek to achieve excellence and competition in the work environment as a result of the accelerating change, increasing turmoil and globalization. Through this, organizations are forced to search for a high level of excellence, which is known as organizational brilliance, as defined by (Terouhid, et al, 2016: 916. ) that it is a set of characteristics and advantages that the organization possesses, represented in the essential and organizational resources and capabilities, which are difficult to imitate by other competing organizations operating in the same sector.

(Al-Dhabawi, 2018: 346) believes that achieving performance in achieving the goals it seeks to achieve through its implicit and explicit skills and experiences is a witness that is reflected in achieving positive results in performance in achieving sustainability. While (Ahmed and Al-Saeedi, 2019: 556) it monitors, senses and exploits opportunities through strategic planning and clarity of comprehensive vision.

#### **Second: The importance of organizational brilliance**

(Al-Amri and Hussein, 2019: 152) indicated the importance of organizational brilliance as follows:

1. Achieving continuous organizational happiness for employees through continuous success and progress in the business world, as well as achieving organizational sustainability.
2. Improve the quality of services and products provided to customers?, which contributes to the organization's achievement of winning many international awards.
3. The direct connection of organizational brilliance with the concept of outstanding performance, meaning that achieving better performance leads to achieving organizational brilliance.

#### **Third: Dimensions of organizational brilliance Organizational brilliance:**

consists of a set of dimensions defined by (Alshobaki & Naser 2016:5) and (O'Shea and Alonso, 2013: 561) as follows:

##### **1. Brilliance in leadership**

Brilliant leadership is one of the most important basic dimensions that support the achievement of organizational brilliance, through its effective role in motivating and charging the determination and energies of working individuals. As well as its distinguished role in enhancing the capabilities of working individuals to face challenges in the work environment and then develop the best possible solutions to confront them (Reichenberg, 2017: 10).

##### **2. Brilliance with service and innovation**

Organizations today are facing many challenges and environmental developments that impede their continuity and sustainability for the longest possible period.

The service was defined as a set of advantages and facilities that the organization provides to its customers through its websites in an efficient, effective and fast way (Al-Afandi, 2019: 94).

According to (Kogabayev & Maziliauskas, 2017: 60), innovation is the economic impact of technological change, such as the use of new sets of existing productive forces to solve business problems or a process that combines science and technology, economics and management.

### **3. The brilliance of knowledge**

The brilliance of knowledge contributes to many activities, the most important of which is its effectiveness in decision-making and decision-making at all stages, whether in the stage of defining the problem, choosing an alternative or evaluating alternatives, by providing decision makers with all the information and data that make it an effective process, as well as improving the ability of workers to Knowing what is related to the tasks assigned to them (Razzooqi, 2019: 64).

**Fourth axis: the practical aspect**

**First: To test the correlation and influence relationships between the variables investigated (sustainable human resource management, and organizational brilliance).**

- 1- The correlation between sustainable human resource management and organizational brilliance: There is a significant correlation shown in Table (1) between sustainable human resource management and organizational brilliance, and the percentage of that relationship was (74.7%) and at a level of morality (5%), which imposes on us Rejection of the first main null hypothesis and thus we accept the alternative hypothesis (acceptance), and this indicates the endeavor of the management of the researched company to increase investment in the company’s human resources and focus on its long-term development and renewal to be of added value and the pursuit of employee welfare because of its positive effects in the long run In achieving excellence and brilliance to join the ranks of the leading companies.

**Table (1)**

**The correlation between sustainable human resource management and organizational brilliance**

responsive variable explanatory variable	organizational brilliance
sustainable human resource management	747**0.

N=50

≤ 0.05 \*p

- 2- Analysis of the results of the impact of sustainable human resource management on organizational brilliance: the results presented in Table (2) show that the coefficient of determination reached ( $R^2$ ) (0.558), which means that sustainable human resource management explained (55.8%) of the explained differences in organizational brilliance. The rest (44.2%) is due to random variables out of control or not included in the regression model, and in light of that, it can be said that there is a significant effect of sustainable human resources management on organizational brilliance, as indicated by the calculated (F) value (59.29), which is higher than the tabular value It has (4.4) and at a significant level (0.05) and two degrees of freedom (1.49), and by following the values of (B) coefficients and (T) test for them, it was found that the calculated (T) value amounted to (7.696), which is a significant value because it is greater than its tabular value ( 1.68) and at a level of significance (0.05) and two degrees of freedom (1.49), and thus the second main null hypothesis will be rejected and the alternative hypothesis accepted.

**Table (2)**

**Analysis of the results of the impact of sustainable human resource management in organizational brilliance**

explanatory variable responsive variable	sustainable human resource management		$R^2$	T	F	
organizational brilliance	B0	B1			calculated	scheduled
	0.643	0.774	0.558	7.696	59.29	4.4

N=50(1.49)

df <0.05\*p

## **Fifth Axis: Conclusions and Recommendations**

### **First: the conclusions**

- 1- The management of the company in question is aware of the importance of the human resource, so it sought to provide sustainability in human resource management through a balance between life and work for employees, which in general turned out to be observance of the separation between life and work.
- 2- The study showed that a number of employees in the company in question suffer from working for more than (8) hours a day, which negatively affects the time allocated to spending with family or friends, and personal responsibility, as it appears that employees are responsible for their behavior and respond to the effects of their performance in an environment work, and are aware of the impact of their behavior on other employees of the company.
- 3- It became clear from the study that the company under study possesses highly qualified employees thanks to employment plans that attract the best employees, and they work to adapt their personal characteristics and behaviors to the work environment, and they are aware of the roles they are required to play in the company.
- 4- It was found that the management of the company in question is aware of the importance of sustainable human resource management to achieve organizational brilliance in the business environment through the personal responsibility of employees by giving them a degree of high functional freedom, independence and great discretion in scheduling work and determining the procedures that must be used in its implementation, as well as employability that It was of the greatest importance to achieving organizational brilliance. On the other hand, despite being aware of the importance of a balance between life and work, it did not invest that in enhancing its organizational brilliance.
- 5- The company's management has become clear that achieving organizational brilliance is achieved when there is a sustainable human resource management, as coordination and integration between personal responsibility and employability contributes to maximizing the competitiveness and brilliance of the company.

### **Second: Recommendations**

1. The need for the company in question to increase investment in the company's human resources and focus on its long-term development, renewal and development, and involve them in training courses of added value and strive to achieve the welfare of employees because of this positive effects that the company will reap in the long run.
2. The necessity of paying attention to the balance between life and work for employees and the company's realization that the employees need a satisfactory balance between work requirements and life requirements, as with balance the employees tend to stay in the company and have high job satisfaction that is reflected positively on the company's performance.
3. The personal responsibility of employees should be enhanced by providing job empowerment by the company in question, as well as providing the necessary support to increase employability, working to attract and employ the best employees in the labor market, integrating them into the company, adapting their personal characteristics and behaviors to the work environment, preparing them and providing career development to be on Knowledge of the roles they are required to perform in the company.
4. The company's management must put most of its resources into marketing investments to provide value and build long-term loyalty relationships through continuous improvement of the value received by customers.
5. The company's management should put most of its resources into marketing investments to provide value and build long-term loyalty relationships through continuous improvement of the value received by customers.

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